CONTROLLING

- INTRODUCTION – The managerial function of controlling is the measurement and correction of performance in order to make sure that enterprise objectives and the plans devised to attain them are being accomplished. Planning and controlling are closely related. Controlling is the function of every manager from president to supervisor.

- Def – defined as the regulation of activities in accordance with the requirements of plans. Controlling is directly linked to the planning function.
- Controlling is a process of monitoring performance and taking action to ensure desired results.

- The basic control process - It involves 3 steps.
- 1. Establish standards
- 2. Measuring performance against standards
- 3. Correcting variations from standards and plans.

- Establishing Standards - Standards are established criteria for the practi9ce of any profession which aslo includes Nsg. Stds are statements that are widely recognized as describing nsg practice and are seen as having permanent value.

- Purpose of stds –
- No profession can afford to be isolated from the reality of being accountable for efficiency and effectiveness of the services provided by its members. Each profession faces the need to establish its value in the field of health care in terms of availability , quality and cost-effectiveness.

- 1. Stds give direction and provides guidelines for performance.
- Provide baseline for evaluation.
- Help to improve quality
- Help to improve documentation
- Guide supervisors

- Provide basis for decision making
- Help to clarify area of accountability
- Helps to define clearly levels of care.

Characteristics of Stds –

1. It should be broad enough to apply in all setting.
2. Must be realistic, acceptable, and attainable.
3. Should be phrased in positive terms
4. Must be based on current knowledge and research
5. Should be reviewed periodically

- Sources of Stds –
- Professional organizations
- Licensing bodies
- Departments of institutions (Nsg Dpt).
- Patient care unit
- Govt units at National, State and Local level.
- Individual (personal).

- Classification of STDs –
- Structure std
- Process stds
- Out come stds

- Structure stds – Physical facilities, equipments and supplies.
- Staffing number and qualification
- Policies , organization objectives
- Administrative policies
- Financial resources

- Process stds –
- Performance of the staff
- Nsg techniques and procedures carried out in terms of - Adequacy of care, quality, appropriateness of care

- Out come std – End result of the care given.
- Change in the health status of the client
- Change in self care
- Knowledge.
- Infections. Duration of hospital stay.
- Complications

- Measurement of Performance – The measurement of performance against stds should be ideally be done on a forward looking basis so that deviations may be detected in advance of their occurrence and avoided by appropriate actions.

- Tools used – Check list and rating scales.
- Correction of deviation – The managers may correct deviations by rearranging their plans or by modifying their goals, or theyu may correct deviations by exercising their organizing function through reassignment or clarification of duties.

Types of control systems

- Work inputs – Feed forward controls
- Here we ensure the right directions. Set and the right resource input are available.

- Solve problems before they occur.

- Concurrent controls –
- Ensure that the right things are being done as part of work flow operations.

- Solve problems while they are occurring.

- Feed back controls –
- Ensure that final results are up to desired standards.

- Solve problems after the occur.

METHODS OF CONTROL

Personnel control – Direct supervision, motivation, feed back etc.

Bureaucratic control - Through formal system of written rules and procedures.

Out put control – setting goals for units or individual to achieve and monitor performance against those goals.

Cultural – Regulating behavior by socializing employees to internalize the values and assumptions of the organization

- Incentives – Encouragements, Positive feedbacks, reward employee behavior.